

**United States
Merit Systems Protection Board**



**Performance Plan for FY 2005 (Revised Final)
and FY 2006 (Final)**

**From the Performance Budget for FY 2006
Submitted to Congress on**

FEBRUARY 7, 2005

Table of Contents

Overview of the Performance Plan.....	1
Agency Mission	1
Adjudication Performance Plan.....	2
Summary	2
Performance Goals and Results	3
Revisions to Performance Goals	11
Performance Measurement	11
Merit Systems Studies Performance Plan.....	12
Summary	12
Performance Goals and Results	13
Revisions to Performance Goals	18
Performance Measurement	18
Management Support Performance Plan	19
Summary	19
Performance Goals and Results	20
Revisions to Performance Goals	27
Performance Measurement	27

Overview of the Performance Plan

The Performance Plan for FY 2005 (Revised Final) and FY 2006 (Final) is a subcomponent of the MSPB Performance Budget (PB). The PB and the Performance Plan are organized based on the two statutory functions of the Board - adjudication and merit systems studies - and the management support activities that support those goals. These three activities comprise the Board's strategic goals contained in our revised Strategic Plan for FY 2004 - FY 2009. The goals for FY 2005 are consistent with the enacted budget for FY 2005. The performance goals for FY 2006 are consistent with the agency's Performance Budget for that year.

Agency Mission

The Merit Systems Protection Board (MSPB or the Board) is an independent quasi-judicial agency established to protect Federal merit systems against partisan political and other prohibited personnel practices. The Board carries out its statutory mission principally by:

- Adjudicating employee appeals of personnel actions over which the Board has jurisdiction, such as removals, suspensions, furloughs, and demotions;
- Adjudicating appeals of administrative decisions affecting an individual's rights or benefits under the Civil Service Retirement System or the Federal Employees' Retirement System;
- Adjudicating employee complaints filed under the Whistleblower Protection Act (WPA), the Uniformed Services Employment & Reemployment Rights Act (USERRA), and the Veterans Employment Opportunities Act (VEOA);
- Adjudicating cases brought by the Special Counsel, principally complaints of prohibited personnel practices and Hatch Act violations;
- Adjudicating requests to review regulations of the Office of Personnel Management (OPM) that allegedly require or have required the commission of a prohibited personnel practice—or reviewing such regulations on the Board's own motion;
- Ordering compliance with final Board orders where appropriate; and
- Conducting studies of the Federal civil service and other merit systems in the Executive Branch to ensure that they are free from prohibited personnel practices and reviewing the significant actions of OPM to determine whether such actions are in accord with the merit system principles.

Adjudication Performance Plan

Summary

Strategic Goal 1: To provide fair, timely, and efficient adjudication of cases filed with the Board and to make effective use of alternative methods of dispute resolution in Board proceedings

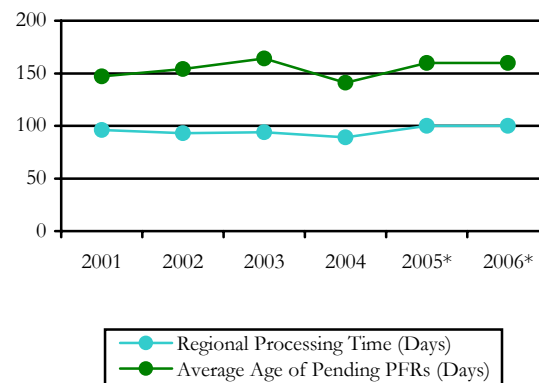
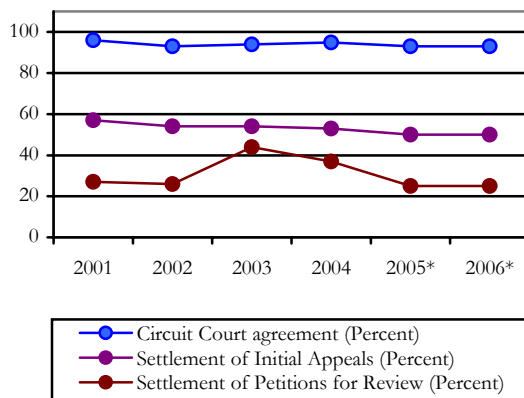
Objectives

1. Issue high quality decisions
2. Issue timely decisions at both the regional office and Board headquarters levels
3. Continue alternative dispute resolution (ADR) procedures in MSPB proceedings at both the regional office and Board headquarters levels
4. Hold increase in average case processing cost to no more than the percentage increase in operating costs, adjusted for the change in the number of decisions issued
5. Implement an integrated, streamlined electronic case processing system that allows appellants and agencies to file and receive documents electronically
6. Obtain customer input regarding the adjudicatory process

Resources

	FY 2004	FY 2005 (enacted)	FY 2006 (requested)
\$ (000)	\$30,239	\$32,080	\$32,080
% Resources	86	87	87

Selected Results



* Target goal

Performance Goals and Results

Objective 1: Issue high quality decisions

Performance Goal 1.1.1 - Maintain/reduce low percentage of cases decided by the Board on petition for review (PFR) that are reversed and/or remanded to MSPB judges for a new decision

Results		Targets	
FY 2001	13 %	FY 2005	10 % or less
FY 2002	8 %	FY 2006	10 % or less
FY 2003	11 %		
FY 2004	6%		

Performance Goal 1.1.2 - Maintain/reduce low percentage of proposed decisions submitted by headquarters legal offices to the Board that are returned for rewrite

Results		Targets	
FY 2001	15 %	FY 2005	12 % or less
FY 2002	8 %	FY 2006	12 % or less
FY 2003	6 %		
FY 2004	3 %		

Performance Goal 1.1.3 - Maintain high percentage of Board decisions unchanged on review by the U.S. Court of Appeals for the Federal Circuit (Court dismisses case or affirms Board decision)

Results		Targets	
FY 2001	96 %	FY 2005	93 % or greater
FY 2002	93 %	FY 2006	93 % or greater
FY 2003	94 %		
FY 2004	95 %		

Objective 2: Issue timely decisions at both the regional office and Board headquarters levels

Performance Goal 1.2.1 - Maintain average case processing time for initial decisions issued in regional offices

Results		Target	
FY 2001	92 days	FY 2005	100 days or less
FY 2002	96 days	FY 2006	100 days or less
FY 2003	94 days		
FY 2004	89 days		

Performance Goal 1.2.2 - Reduce average age of pending PFRs at Board headquarters

Results		Target	
FY 2001	147 days	FY 2005	160 days or less
FY 2002	154 days	FY 2006	160 days or less
FY 2003	164 days		
FY 2004	141 days		

Performance Goal 1.2.3 - Reduce number of cases pending at headquarters for more than 300 days

Results		Targets	
FY 2001	45 cases	FY 2005	46 or fewer
FY 2002	61 cases	FY 2006	46 or fewer
FY 2003	73 cases		
FY 2004	33 cases		

Objective 2: (continued)

Performance Goal 1.2.4 - Continue initiative to improve case processing timeliness at the regional and headquarters levels by streamlining adjudicatory regulations and internal procedural guidance

Results

FY 2001 N/A (new goal in FY 2004)
FY 2002 N/A (new goal in FY 2004)
FY 2003 Reviewed adjudicatory regulations to determine where case processing could be streamlined; final regulations published in *Federal Register* on September 18, 2003; added a FY 2004 goal to continue this initiative
FY 2004 Completed a draft outline of HQ case processing procedures (i.e., a comprehensive electronic HQ Handbook similar to the AJ Handbook) as a reference, briefing and orientation document with completion scheduled for FY 2005; reviewed comments received on the Board's interim streamlining regulations and drafted separate regulations to conform with the proposed DHS regulations published on 2/20/04; began tracking select cases to be automatically refiled and began recording hearings on compact digital (CD) media to improve timeliness and efficiency; established a uniform procedure for processing incomplete appeals

Targets

FY 2005 Draft regulations to process DHS cases after interim DHS regulations are issued; evaluate current MSPB regulations and further streamline the appeals process for non-DHS appeals where possible
FY 2006 TBD based on FY 2005 results

Objective 3: Continue alternative dispute resolution (ADR) procedures in MSPB proceedings at both the regional office and Board headquarters levels

Performance Goal 1.3.1 - Maintain rate of settlement of appeals that are not dismissed at 50 % or higher

Results		Targets	
FY 2001	57 %	FY 2005	50 % or higher
FY 2002	54 %	FY 2006	50 % or higher
FY 2003	54 %		
FY 2004	53 %		

Performance Goal 1.3.2 - Maintain rate of settlement of cases selected for the PFR Settlement Program at 25 % or higher

Results		Targets	
FY 2001	27 %	FY 2005	25 % or higher
FY 2002	26 %	FY 2006	25 % or higher
FY 2003	44 %		
FY 2004	37 %		

Objective 3: (continued)

Performance Goal 1.3.3 - Implement pilot program to test use of mediation in resolving appeals

Results

FY 2001 Selected contractor for mediation training and development of an ADR program, conducted mediation training

FY 2002 Worked with contractor to develop Mediation Appeals Project; selected and trained mediators who conducted co-mediations with contractor

FY 2003 Trained 15 mediators; 50 percent of completed co-mediations resulted in settlement of the appeal; responsibility for MAP transferred to Regional Directors of Atlanta RO and Central, RO; initial evaluation of MAP completed

FY 2004 Made the MAP permanent and developed final procedures, notices and orders, etc; assigned the large number of trained mediators in the Washington area in a cost-effective way; trained additional mediators; expanded the program to the Northeastern Region; successfully mediated a total of 23 cases

Targets

FY 2005 Continue the MAP with a target to increase the number of appeals 5-10% over the 23 mediated in FY 2004; expand mediation program to include all regional and field offices

FY 2006 TBD based on results in FY 2005

Objective 4: Hold increase in average case processing cost to no more than the percentage increase in operating costs, adjusted for the change in the number of decisions issued

Performance Goal 1.4.1 - Hold increase in overall average case processing cost to no more than the percentage increase in operating costs, adjusted for the changes in the number of decisions issued

Results

FY 2001	\$2,820 (Adjusted)
FY 2002	\$2,821 (Adjusted)
FY 2003	\$2,731 (Adjusted)
FY 2004	\$2,701 (Adjusted)

Targets

FY 2005	\$2,701 adjusted for the changes in the number of decisions issued
FY 2006	FY 2005 dollar amount adjusted for the changes in the number of decisions issued

Objective 5: Implement an integrated, streamlined electronic case processing system that allows appellants and agencies to file and receive documents electronically

Performance Goal 1.5.1 - Develop integrated electronic case processing system that offers electronic access to customers as required by the Government Paperwork Elimination Act (GPEA) and streamlines internal case processing in accordance with MSPB's long-term Strategic IT Plan

Results

FY 2001 Finalized CMS design including interfaces with Docs Open, Hot Docs, and Lotus Notes; implemented fill-in versions of Appeal Form and PFR Form; began revising Appeal Form to provide basis for electronic filing application

FY 2002 Continued development and testing of CMS; revised Appeals form and wrote the statement of work to create Appeal Forms Package

FY 2003 Signed new fixed-price contract for completion of Law Manager; developed and launched e-Appeal; published electronic filing regulations in *Federal Register* to meet GPEA deadline of Oct. 21, 2003

FY 2004 Successfully implemented the new case management system (CMS/LM which uses Law Manager software) in February; tracking of Law Manager improvement projects is ongoing; about 1000 appeals were submitted using procedures established in phase I of e-Appeal; e-Appeal Phase II including additional filings by parties and electronic publishing of MSPB orders and decisions through electronic distribution directly to the parties was implemented in September

Targets

FY 2005 Continue to enhance all components of the electronic case processing system as MSPB requirements change and technology improves; establish a pilot project with a select group of agencies for submitting agency appeal documents in electronic form

FY 2006 Continue to enhance electronic case processing system; improve e-appeal web site to have the case file details available for case participants to review online; if pilot program on electronic document submission (established in FY 2005) is successful, plan for expansion of program to all agencies

Objective 6: Obtain customer input regarding the adjudicatory process

Performance Goal 1.6.1 - Continue to evaluate and implement, as appropriate, suggestions received from customer surveys and informal feedback regarding the adjudicatory process

Results

FY 2001 Published results of survey on experience with bench decisions and video hearings; bench decisions and video hearings incorporated into MSPB adjudicatory procedures

FY 2002 Conducted survey of customers of new video explaining MSPB appeals process; report on findings prepared by OPE and reviewed by ORO

FY 2003 ORO and regional/field office staff received and discussed feedback from outreach events, Federal Executive Boards, Small Agency Council, and bar organizations; practitioners made presentations and responded to questions at legal conference; “best practices” session held at legal conference; ORO continued developing “best practices” guidance

FY 2004 Received many, mostly favorable comments regarding the e-Appeal system implemented in October 2003; developed and electronically administered a survey of agency representatives in the adjudicatory process with a response rate of 49%; analyzed survey data and provided recommendations in a final report; began implementing suggestions as appropriate; began plans to expand such surveys to other adjudicatory customers and to collect data on the settlement process

Targets

FY 2005 Continue to conduct customer surveys and obtain informal feedback; implement suggestions as appropriate

FY 2006 Continue to implement procedures to gather routine customer feedback from adjudicatory customers and implement customer suggestions for improvement

Revisions to Performance Goals

The performance goals have been reviewed and new targets set to reflect our desire to maintain the high level of quality of our decisions and to maintain or improve adjudication processing and timeliness. The FY 2005 numeric target for the mediation appeals program (Performance Goal 1.3.3) was adjusted to reflect the number of actual cases mediated in FY 2004. In addition, the MAP will be expanded to all regional and field office in FY 2005. The FY 2006 target for the MAP will be determined based on FY 2005 results. For goal 1.4.1, the FY 2004 cost figure of \$2,701 was substituted to serve as the basis for the FY 2005 goal. Finally, the FY 2005 goal for a pilot program to scan paper documents (performance goal 1.5.1) was clarified to establish a pilot program for the electronic submission of documents by agencies. If this FY 2005 pilot program is successful, in FY 2006 we will plan for expanding the program to all agencies.

Performance Measurement

Most performance measurement data for the adjudication performance goals are maintained in the Board's automated Case Management System (CMS) based on Law Manager. This system contains information about individual cases, their current status and final resolution including remands, rewrites, the outcomes of court decisions, case processing timeliness, average age of pending cases, and the numbers and types of cases settled. Data are entered into the system, monitored for accuracy and summarized in a variety of reports. The automated data are supplemented with qualitative information about significant cases as well as formal and informal data that are collected from a variety of adjudication customers.

Merit Systems Studies Performance Plan

Summary

Strategic Goal 2: To support strong and viable merit systems that ensure the public's interest in a high quality, professional workforce managed under the merit principles and free from prohibited personnel practices

Objectives

1. Assess and support effective and efficient merit systems and human capital management laws, regulations and policies and provide information for improvements and corrections to policymakers
2. Support effective and efficient implementation and practice of human capital management laws, regulations and policies that ensure the workforce is managed under the merit system and free from prohibited personnel practices

Resources

	FY 2004	FY 2005 (enacted)	FY 2006 (requested)
\$ (000)	\$1,333	\$1,518	\$1,518
% Resources	4	4	4

Selected Results

Significant Recommendations

Reduce HR rules and prescriptive procedures and increase flexibility
Reform the employment and hiring systems
Replace "Rule of 3" with categorical grouping
Improve assessment and selection practices

Most requested past studies

Sexual Harassment in the Federal Workplace: Is it a Problem?
A Question of Equity: Women and the Glass Ceiling in the Federal Government
Fair and Equitable Treatment: A Progress Report on Minority Employment in the Federal Government
Achieving a Representative Federal Workforce: Addressing the Barriers to Hispanic Participation

Select recent studies

Making the Public Service Work: Recommendations for Change
Perspectives – The Federal Selection Interview: Unrealized Potential
Help Wanted: A Review of Federal Vacancy Announcements
The Federal Workforce for the 21st Century: Results of the Merit Principles Survey 2000
What's on the Minds of Federal Human Capital Stakeholders?
Merit Systems Protection Board Annual Report FY 2003
Identifying Talent through Technology: Automated Hiring Systems in Federal Agencies
Managing Federal Recruitment: Issues, Insights, and Illustrations

Performance Goals and Results

Objective 1: Assess and support effective and efficient merit systems and human capital management laws, regulations and policies and provide information for improvements and corrections to policymakers

Performance Goal 2.1.1 - Evaluate the impact of studies, newsletters and other products through feedback from stakeholder surveys, tracking use of recommendations or references in studies, policy papers, professional literature, legislation and the media

Results

FY 2001 Citations and references to MSPB studies and recommendations by Congress, GAO, NAPA, the professional literature, the media, and other credible sources indicated that MSPB studies continue to have large and positive impact

FY 2002 Customer satisfaction survey results and research citations indicated substantial positive impact; sent selected reports and summary report to Volcker Commission on civil service reform

FY 2003 Received numerous references to and favorable reviews of reports; OPE staff made several invited presentations; vacancy announcement study used in testimony before Congress; QuickHire requested permission to reprint report on vacancy announcements at their expense; MSPB reports contributed to enactment of legislation allowing agencies to use category rating instead of “rule of three”

FY 2004 Conducted a customer satisfaction survey of stakeholders of the Board’s merit systems studies and newsletters with results indicating that respondents continue to hold publications in high regard; continued to track the impact of studies on human resources management and merit systems policies and on the practice of merit in the workplace; reviewed possible measures of impact and identified several measures to be pilot tested

Targets

FY 2005 Pilot test select alternative measures for evaluating impact of studies

FY 2006 Continue to track impact of studies and newsletters

Objective 1: (continued)

Performance Goal 2.1.2 - Conduct studies of merit systems and human resources management matters in the Federal Government and issue reports of findings and recommendations for action, where appropriate

Results

FY 2001 Conducted merit systems studies, issued 1 report and 4 editions of newsletter (3 additional major study reports were completed and submitted to the Board for approval); responded to 250 requests for data, advisory assistance and information

FY 2002 Conducted merit systems studies, issued 4 reports and 4 editions of newsletter; responded to requests for data, advisory assistance and information

FY 2003 Conducted merit systems studies, issued 3 reports and 3 editions of newsletter; developed comprehensive research agenda; conducted less intensive studies on various topics; made presentations to the Department of Homeland Security personnel system design team; established regular transmissions from OPM's Central Personnel Data File (CPDF); strengthened collaboration with other research organizations

FY 2004 Reviewed and adjusted research agenda; completed six reports including topics such as what is on the minds of Federal HR stakeholders, automated staffing, recruitment, the MSPB FY 2003 Annual Report, the Board's regional and field office staffing, and the studies customer satisfaction survey; also published the MSPB Strategic Plan for FY 2004 - FY 2009 and the PAR for FY 2003; three other study reports are under review; released four newsletter issues including one celebrating the Board's first 25 years; continued to formalize collaborative relationships with other research organizations

Targets

FY 2005 Publish at least 6 reports and a quarterly newsletter; increase focus on internal Board and adjudication issues

FY 2006 Conduct studies, publish 6 reports and 4 issues of the newsletters

Objective 1: (continued)

Performance Goal 2.1.3 - Periodically review the actions of OPM and other agencies with authority to develop human resources regulations and policies to assess the impact of those actions on merit systems and human capital management

Results

FY 2001 N/A new goal in FY 2004
FY 2002 N/A new goal in FY 2004
FY 2003 N/A new goal in FY 2004
FY 2004 Consulted with the DHS and OPM concerning the development of new employee appeal system regulations for DHS and provided formal comments on the initial regulations issued by DHS; participated in the Department of Defense (DOD) policy and guidance committee resulting in different draft implementation plans for the DOD Personnel Systems; consulted with DOD and OPM on the design of DOD's new appeals system with consultation expected to continue in FY 2005; identified quantitative and qualitative information about program operation in DHS and DOD to be used to assess the effect of revised civil service authorities and policies at a future time

Targets

FY 2005 Initiate assessment of new regulations and policies in selected agencies
FY 2006 Continue assessment of new merit systems regulations; publish reports as appropriate to be counted under performance goal 2.1.2

Objective 1: (Continued)

Performance Goal 2.1.4 - Ensure that reports of studies are made widely available, particularly to target audiences, and disseminate findings through such means as personal appearances, personal contacts, publication of articles by OPE staff, and collaboration with other research organizations to increase impact of studies

Results

FY 2001 55,000 copies of reports and newsletters distributed in printed form and downloaded from the MSPB website; 30 formal presentations made to groups

FY 2002 100,000 copies of reports and newsletters distributed in printed form and downloaded from the MSPB website; 500 subscribers to Studies list serve since its implementation early in FY 2002; 23 formal presentations made to groups including the Federal Executive Boards (FEBs) in Chicago, Denver, and San Antonio

FY 2003 Continued outreach targeted to FEBs and associations of managers; 30 formal presentations made to groups representing a wide range of stakeholders; worked with OCB to redesign Studies page on MSPB website; increased the number of organizations and news services that include links to MSPB website on their websites

FY 2004 Continued outreach efforts for our merit system studies and reports targeted to management groups; made more than 25 presentations to a variety of groups ranging from Federal Executive Boards (FEBs) around the country to union conferences to SES level audiences at department level; continued to improve the studies section of the MSPB website; added members of the Personnel Testing Council to the mailing lists for studies and newsletters; recorded more than 200,000 downloads of MSPB reports and newsletters from the website

Targets

FY 2005 Continue expanding emphasis and presence with management groups and other change leaders

FY 2006 Continue organized outreach efforts focused on managers and field organizations such as the Federal Executive Boards; continue efforts to share reports and newsletters electronically; participate in professional meetings and conferences

Objective 2: Support effective and efficient implementation and practice of human capital management laws, regulations and policies that ensure the workforce is managed under the merit system and free from prohibited personnel practices

Performance Goal 2.2.1 - Conduct periodic Merit Principles Surveys, including questions intended to determine whether agencies adhere to the merit system principles and the extent to which prohibited personnel practices occur in the workplace, and report findings

Results

FY 2001 Completed analyzing and evaluating results of the 2000 Merit Principles Survey; released findings through the *Issues of Merit* newsletter and OPE staff presentations and discussions

FY 2002 Prepared report on 2000 Merit Principles Survey

FY 2003 Began work on next Merit Principles Survey to be conducted electronically using web-based technology; finalized contract to conduct the web-based survey; postponed conducting survey and analyzing and evaluating results until FY 2004

FY 2004 Completed preparations for the next Merit Principles Survey, however administration of the survey was delayed until at least the first quarter of FY 2005 to avoid overlap with OPM's Human Capital Survey; fully coordinated survey issues with OPM and OPM agreed to assist us in the capture of email addresses for our survey sample

Targets

FY 2005 Conduct the 2005 Merit Principles Survey (delayed from FY 2004); prepare questions and refine processes for automated MPSs and coordinate with OPM's Governmentwide surveys

FY 2006 Analyze and report finding from the FY 2005 Merit Principles Survey; continue to assess the practice of merit and prohibited personnel practices

Objective 2: (continued)

Performance Goal 2.2.2 - Conduct studies of one or more agency alternative personnel management systems or processes and their impact on human capital management, merit principles, and prohibited personnel practices

Results

FY 2001 N/A (new goal in FY 2004)
FY 2002 N/A (new goal in FY 2004)
FY 2003 N/A (new goal in FY 2004)
FY 2004 Collected quantitative and qualitative baseline information on the DHS and DOD (or the predecessor organizations) including 2002 OPM Human Capital Survey data, our 1996 and 2000 Merit Principle Survey data and CPDF data; developed several questions to be included in the FY 2005 and future merit principle surveys to capture employee attitudes before and after system implementation; scheduled FY 2005 MPS to capture data prior to implementation

Targets

FY 2005 Expand data collection on alternative systems; assess operation of merit in traditional and alternative systems
FY 2006 Assess and report on initial findings about the alternative personnel systems used in DHS and/or DOD and their impact on merit with reports counted under goal 2.1.2

Revisions to Performance Goals

The performance goals have been reviewed and new targets set to reflect our desire to maintain the effectiveness and impact of our studies program. Performance goal 2.1.1 was adjusted to indicate that we will first pilot test selected measures of studies' impact. Measures may be implemented based on the results of pilot testing. The Merit Principles Survey (performance goal 2.2.1) was delayed from FY 2004 at the request of OPM. Administration of the survey is scheduled for FY 2005 with a final report due in FY 2006. The performance targets for FY 2005 are consistent with the enacted budget for FY 2005. The targets for FY 2006 are consistent with the performance budget for that year.

Performance Measurement

Measures of impact are obtained from reviews of professional literature, legislative proposals, the media, and other sources where MSPB studies are cited as authoritative sources of information or analyses. A review of impact measures will be conducted in FY 2004. We will pilot test select measures in FY 2005. New measures of impact may be implemented based on the results of the pilot testing. Standard procedures are used to conduct periodic customer surveys and focus groups designed to obtain customer feedback. Program evaluations and other assessments by independent organizations will also be used to inform program effectiveness.

Management Support Performance Plan

Summary

Strategic Goal 3: To strategically manage the MSPB's human capital and strengthen its internal systems and processes to support a continually improving, highly effective and efficient organization

Objectives

1. Attract, develop, and retain the diverse and highly motivated workforce needed to effectively and efficiently accomplish the MSPB mission
2. Leverage human resources strategies, policies and services for optimal individual and organizational performance
3. Implement effective workforce analysis and planning to meet evolving mission needs and technological advances
4. Maintain electronic access to and dissemination of MSPB information, explore application of governmentwide e-Government initiatives to MSPB operations, and ensure compliance with statutory e-Government requirements
5. Maintain information security sufficient to safeguard agency information and assets from compromise and to ensure the highest possible availability of information services to customers

Resources

	FY 2004	FY 2005 (enacted)	FY 2006 (requested)
\$ (000)	\$3,405	\$3,407	\$3,407
% Resources	10	9	9

Performance Goals and Results

Objective 1: Attract, develop, and retain the diverse and highly motivated workforce needed to effectively and efficiently accomplish the MSPB mission

Performance Goal 3.1.1 - Strengthen employee and management development programs and increase opportunities for MSPB employees

Results

FY 2001 6 employees sent to OPM's Management Development Centers and 4 employees sent to Federal Executive Institute (FEI); Employees detailed to the Dallas field office, ORO, Chairman, Vice Chairman, and to OCB for Expedited PFR Pilot Program

FY 2002 5 employees sent to OPM's Management Development Centers and 2 employees sent to FEI; employees detailed to Board members, ORO, and OCB

FY 2003 Core and advanced curriculums were developed for paralegals; collaborated with NAPA on study of training for supervisors and managers; updated IDPs to reflect current training needs

FY 2004 Developed and taught a course to our paralegal employees; provided training in accordance with employee IDPs from a variety of organizations; provided developmental details to the Acting Chairman's or Member's offices for four employees; provided management training to several employees from a variety of agency offices; continued informal mentoring of employees within offices and proposed a formal mentoring policy as part of a talent investment program

Targets

FY 2005 Develop a talent investment program with related guidance documents that support expanded efforts to develop and retain critical skills; continue to use developmental positions for attorneys; explore alternatives for SES candidate development programs; revise chief AJ position to assign full supervisory responsibilities; develop a 2005 legal conference; continue emphasis on paralegal training opportunities

FY 2006 Develop automated database of employee skills and development needs; provide link to OPM's e-Learning portal

Objective 2: Leverage human resources strategies, policies, and services to result in optimum individual and organizational performance

Performance Goal 3.2.1 - Leverage use of technology to support human resources management programs

Results

FY 2001 N/A (new goal in FY 2004)
FY 2002 N/A (new goal in FY 2004)
FY 2003 N/A (new goal in FY 2004)
FY 2004 Began development of automated assessment tools to use in filling administrative judge and senior merit systems analyst positions; provided individual managers informal guidance on position management and classification through one-on-one sessions; enhanced the MSPB intraWeb to provide connection from work and from home and more links to internal MSPB operational systems and external sources of HR and employee service information; "Frequently asked questions" regarding the MSPB reorganization and employee relocations were posted on the intraWeb making them readily available to affected employees

Targets

FY 2005 Consider implementing automated hiring systems; consider adding automated retirement calculator and employee development modules; improve interface with Human Resources Information System
FY 2006 Explore OPM's line of business (LOB) initiative for shared service centers for HR transactional work including consideration of "bolt-on" initiatives.

Performance Goal 3.2.2 - Enhance quality of human resources customer service

Results

FY 2001 N/A (new goal in FY 2004)
FY 2002 N/A (new goal in FY 2004)
FY 2003 N/A (new goal in FY 2004)
FY 2004 Conducted site visits to counsel affected employees on retirement and relocation options at two offices closed because of regional reorganization; conducted periodic meetings with MSPB managers and identified classifying and filling of jobs as high priority

Targets

FY 2005 Continue implementing recommendations and improvements to customer service
FY 2006 Implement recommendations to improve customer service; explore alternative sourcing of HR services (goal 3.3.2) to improve customer satisfaction

Objective 2: (continued)

Performance Goal 3.2.3 - Revise human resources policies and agency organization and structure as appropriate to align with evolving mission requirements

Results

FY 2001 N/A (new goal in FY 2004)
FY 2002 N/A (new goal in FY 2004)
FY 2003 N/A (new goal in FY 2004)
FY 2004 Developed and proposed human resources policies for initiatives including category ranking, student loan repayment, mentoring, veteran's preference and EEO; drafted and submitted to the Chairman an employee handbook on standards of conduct, grievance procedures and ethics; revised and submitted the SES performance management system to OPM for approval; sought and received additional HR flexibilities on VERA and VSIP; successfully reorganized the regional office structure including closure of two field offices with no involuntary separations; studied regional office structure and recommended changes

Targets

FY 2005 Formalize strategic human capital plan; continue to implement, improve, and formalize human resources flexibilities and policies; implement suggestions from the field structure study completed in 2004
FY 2006 Continue to develop and implement human resources flexibilities and policies to maintain and improve HR and organizational effectiveness and efficiency

Objective 3: Implement effective workforce analysis and planning to meet evolving mission needs and technological advances

Performance Goal 3.3.1 - Develop agency-wide recruitment strategies to ensure MSPB hires from a variety of sources to ensure a diverse, highly qualified workforce

Results

FY 2001 N/A (new goal in FY 2003)
FY 2002 N/A (new goal in FY 2003)
FY 2003 Opportunities for lateral transfers resulted in movement of AJs between field locations and movement of employees in headquarters; conducted job analyses of and created structured interviews for administrative judge (AJ) positions; began exploring use of automated systems for recruitment, including application and rating processes
FY 2004 Identified sources to expand candidate pools and targeted recruitment at these sources for attorney, paralegal and information technology positions at headquarters and in the field; targeted recruiting efforts continue for vacancies as they occur.

Targets

FY 2005 Consider making broader use of human resources flexibilities such as recruitment and retention bonuses; increase managerial involvement in targeted recruitment outreach
FY 2006 Target specific sources of recruitment such as universities to maintain and improve diversity and obtain skills to meet the evolving needs of the agency

Objective 3: (Continued)

Performance Goal 3.3.2 - Analyze alternative sources for accomplishing the agency's work

Results

FY 2001 N/A (new goal in FY 2004)
FY 2002 N/A (new goal in FY 2004)
FY 2003 N/A (new goal in FY 2004)
FY 2004 Identified future HR skills
needed including assistance in classifying and
filling positions; identification of further skills
needed depends on the final design of new
appeals systems in DHS, DOD and other
organizations; initiated efforts to find
alternative sources for HR services; continued
to coordinate sourcing decisions with MSPB's
strategic human capital needs

Targets

FY 2005 Update workforce planning
documents; continue to explore viability of
alternative sources for conducting the
agency's work
FY 2006 Finalize assessments of
alternative sources for HR services and begin
implementing sourcing plans

Objective 4: Maintain electronic access to and dissemination of MSPB information, explore application of Governmentwide e-Government initiatives to MSPB operations, and ensure compliance with statutory e-Government requirements

Performance Goal 3.4.1 - Continue to make MSPB information available on the MSPB website and enhance the website as needed; continue to provide information to customers in electronic form when requested; determine where internal processes can be improved through application of Governmentwide e-Government initiatives; comply with E-Government Act of 2002 and related e-Government requirements

Results

FY 2001 Began adding key precedential Board decisions issued from 1979 to 1994 to the decisions database on the website; tested and implemented listservs for decisions; fill-in versions of Appeal Form and PFR Form developed and placed on website; completed conversion to electronic distribution of decisions

FY 2002 Completed adding key precedential Board decisions to the MSPB website; began adding *all* pre-1994 decisions to website database; listservs for studies implemented

FY 2003 Completed and implemented redesigned MSPB website; now distribute all decisions issued by Board electronically; determined that with use of MSPB staff only, adding additional pre-1994 decisions to website will have to continue over the next 2 years, as staffing allows

FY 2004 Updated the website to reflect new Board member designations and agency reorganizations, add new MSPB publications and support e-Appeal phase II; continued to work with the Government Printing Office (GPO) to implement web-based on-line survey capabilities; developed and implemented the IT workforce plan in compliance with the e-Government Act using a mixture of Government and contractor resources to ensure MSPB has the requisite IT skills to meet requirements

Targets

FY 2005 Continue to provide information on the MSPB website and add new information in response to customer needs; continue to provide information to customers in electronic form when requested; continue review of Governmentwide e-Government initiatives for applicability to MSPB operations; continue implementation of plan for compliance with E-Government Act of 2002

FY 2006 Continue to improve content of usability of the MSPB website, complete adding past cases to the website

Objective 5: Maintain information security sufficient to safeguard agency information and assets from compromise and to ensure the highest possible availability of information services to customers

Performance Goal 3.5.1 - Make improvements in information technology security program and comply with the Federal Information Security Management Act (FISMA) of 2002

Results

FY 2001 N/A (new goal in FY 2002)
FY 2002 Trained all employees on security awareness; completed Security Plan; updated Risk Analysis; completed Contingency Plan for major systems
FY 2003 Completed all information security initiatives in accordance with FY 2003 Plan of Action & Milestones submitted to OMB—except for background investigations being conducted by OPM and cancellation of one item; independent auditor conducted information security review and complete IG portion of 2003 FISMA Report; filed FISMA Report with OMB and Congress; trained all staff on security awareness
FY 2004 Ensured CMS/LM and e-Appeal systems were certified and accredited for adherence to security guidelines; updated the IT security plan, program and manuals to include several security improvements as well as the new case management and e-Appeal systems; updated the Critical Infrastructure Plan and New Employee Computer Guide; developed an IT training plan including security training; provided FISMA security awareness training to all IT staff and pertinent agency officials; completed annual FISMA audit revealing no material weaknesses and sent report to OMB on October 6, 2004

Targets

FY 2005 Provide security awareness training to all staff; revise security plans as needed, based on enhancements to electronic case processing system; continue to review and improve our IT infrastructure security with input from our annual independent security audit
FY 2006 Continue to revise security plans as needed; implement new security practices as technology improves

Revisions to Performance Goals

The performance goals have been reviewed and new targets set to reflect our desire to continue to provide effective and efficient management support necessary for our adjudication and studies functions. For FY 2005, performance goal 3.1.1 was adjusted to add that we will explore alternatives for SES candidate development programs, revise the chief AJ position to assign full supervisory duties, develop the FY 2005 legal conference, and continue emphasis on paralegal training opportunities. Performance goal 3.2.3 was adjusted to add that we will implement suggestions from the field structure study completed in FY 2004. The performance targets for FY 2005 are consistent with the enacted budget for FY 2005. The targets for FY 2006 are consistent with the performance budget for that year.

Performance Measurement

Achievement of human resources goals will be measured by reviewing agency workload data, monitoring work processes, assessing training and development outcomes, and assessing individual and organizational accomplishments. Quantitative measures will also be used, where appropriate. Measurement of the goal for electronic availability of MSPB information will rely primarily on customer feedback. The goal of maintaining the agency's information technology security program will be measured through both internal reviews and periodic independent evaluations.